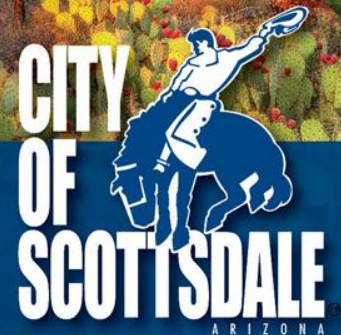




# Economic Development Strategic Plan Implementation Guide: Format, Metrics, and Year 1 Efforts

Presentation to Council Economic Development Subcommittee  
May 21, 2015





# Overview

- Strategic Plan Refresher
- Implementation Plan Guide overview with Year 1 tasks
- Metrics: General government and economic development specific



# **Economic Development Strategic Plan: Adopted February 17, 2015**



# Outcomes and Current Steps

- Alignment as to the major opportunities and challenges confronting Scottsdale's economic development
- Identification as to what the guiding principles of the city's economic development strategy are
- Understanding and consensus about Scottsdale's primary strengths, weaknesses, opportunities and threats (SWOT)
- Identification of specific opportunities within targeted sectors
- Clarification on those issues/items that require action in the short-term vs long-term
- Identification of and collection of baseline data for indicators and metrics to measure and report on progress in the economic development strategy
- Identification and clarification on implementation responsibilities, resources and expectations

# Scottsdale Economic Development Definition

*“Through its economic development investments and programs, the City of Scottsdale retains, grows and attracts targeted sources of wealth generation to enhance the community’s tax base and quality of life, preserve the natural environment and foster prosperity for all citizens.”*

- Job Creation
- Job Attraction
- Job Retention
- Enhancing the Tax Base
- Ultimately, to Improve Quality of Life





# Department Vision: 2019

*The Scottsdale Economic Development Department ranks among the nation's leading, best-of-class organizations and is recognized for its significant contributions to Scottsdale's quality of life, economic prosperity and global brand through its:*

- High performing, certified professionals
- Innovative, focused and solutions-driven approaches to support business and economic growth
- Collaborative, proactive engagement of local, regional and state partners in Scottsdale's economic development

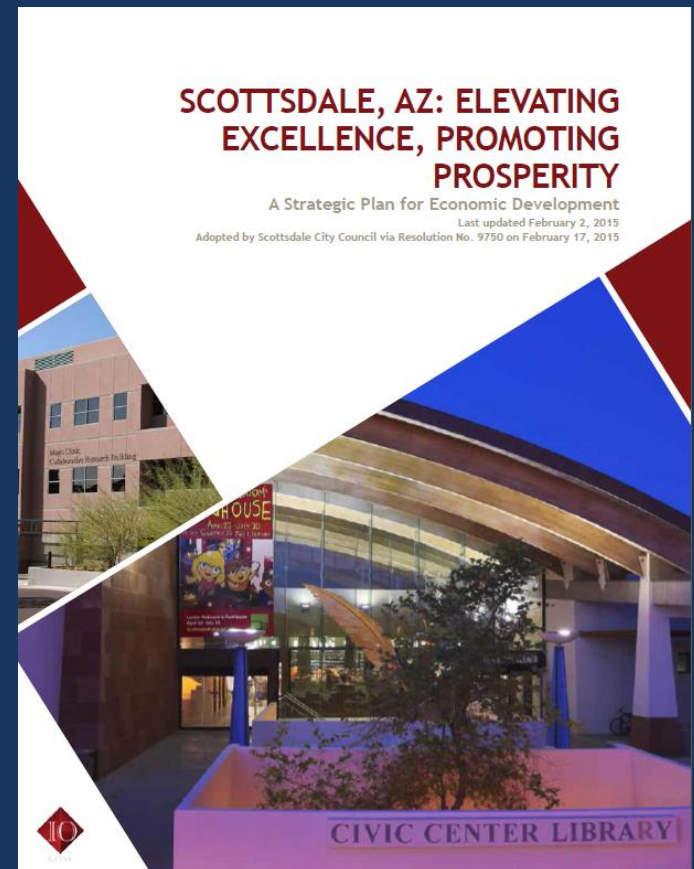


# 2019 Vision: Business Environment

- Scottsdale's business brand is well-known and sought after by Global 1000, Russell 2000 and Inc. 5000 firms
- Tourism and economic development officials have created a new “state-of-the-art” in leveraging and collaborating
- Scottsdale's key employment centers – existing and new – are the most sought-after business locations for startups, young firms and established corporations – domestic and global
- Scottsdale's employers are working closely with the city and existing and new educational institutions to cultivate, develop and retain talent

# Economic Development Strategic Plan

1. Retain and grow existing economic drivers and employers
2. Support efforts that will enable Scottsdale's present and future employers to cultivate, retain and attract the talent that they need
3. Focus efforts and investment in strengthening key employment and business centers
4. Elevate Scottsdale's engagement in the national and international economic development arena
5. Build a Scottsdale business location brand on par with Scottsdale's tourism brand
6. Grow and attract quality firms and jobs – domestic and global in targeted sectors





# Goal 1: Key Implementation Activities, Year 1

- Create and communicate at least two opportunities each month to Council support staff for distribution
- Provide background material on company to be visited at least two days prior to visit
- Conduct Think Tank events focused on industry sectors on an annual and twice annual basis per sector as needed, and incorporate suggestions and feedback into future annual work plans
- Hold an annual business appreciation event for all newly located or expanded companies to gain feedback



## Goal 2: Key Implementation Activities, Year 1

- Promote available workforce development programs through all department marketing channels, as well as through direct mail and other outreach methods to businesses
- Participate in and support private initiatives such as the Cyber Security Valley effort to attract and train more engineers, or Businesses United Supporting Schools
- Continue and enhance 'Work Scottsdale' talent recruitment initiative, to include external market recruitment, enhanced multimedia tools, and usage of components such as virtual job fairs
- Participate in regional market intelligence initiatives, collecting and compiling industry specific data to determine regional industry issues and address them
- Continue to develop and enhance materials, seeking various donations and sponsorships to assist with cost
- Create welcome you program/presentation/video material and distribute to all actively hiring employers
- Create, maintain and update Relocation Guide and other materials
- Support city efforts to raise awareness and participation among businesses of the Unity Pledge



## Goal 3: Key Implementation Activities, Year 1

- Promote the 2014 PCP text amendment to brokers and developers to raise awareness of opportunities for redevelopment
- Ensure that city information pertinent to the area is promoted to and shared with publications such as the Airpark News and groups such as the Scottsdale Area Association of Realtors specializing in housing in north Scottsdale areas
- Partner with Tourism Team on the development of a collaborative RFP for downtown research
- Participate in International Council of Shopping Centers events to identify and work with targeted niche retail offerings suitable for downtown storefronts
- Support private efforts in creating and promoting a distinct and recognizable brand for the area
- Execute Think Tank group related to bio-life sciences and begin to connect industries via clusters
- Execute and each year enhance the scope and influence of the Cure Corridor event
- Join city discussions and meetings with the State Land Department and Commissioner to share the vision for this area



## Goal 4: Key Implementation Activities, Year 1

- Create and launch Economic Development updates and 101 presentations to all city departments to educate them on the department's role and activities
- Leverage speaking opportunities at various organizations to spread this message to any groups that engage with the business or development community
- Increase number of business appreciation visits annually
- Hold events and programs geared at interacting with brokers, developers and site selectors
- Publish three or more articles on BusinessWire or similar distribution channel annually, promoting an industry or trend occurring in Scottsdale
- Participate with GPEC and ACA in visits and road shows in the Canadian market with an initial focus on Toronto
- Increase partnerships and support events and activity exchanges with the Toronto Stock Exchange



## Goal 5: Key Implementation Activities

- Meet with the Scottsdale Convention and Visitors Bureau and City Tourism team at least quarterly to exchange updates and partner
- Encourage state and regional partners to modify external marketing messaging to include cases for doing business as well as appealing to potential workforce tool planning
- Ensure that every Scottsdale resort/hotel has been contacted to request an in-house channel devoted to business in Scottsdale
- Develop messaging that focuses on unique business elements but in a complimentary manner to CVB and other tourism industry efforts
- Create and maintain target industry video materials, as well as c-suite testimonials
- Address the misconceptions of living and working in the desert and in Scottsdale through the development of a strategic multimedia campaign
- On an annual basis, develop, execute and report metrics on a comprehensive departmental marketing strategy



## Goal 6: Key Implementation Activities, Year 1

- Create and update a compelling value proposition for each target industry sector in Scottsdale as compared to competitor markets
- Facilitate and support catalytic events like Phoenix Startup Week and other entrepreneurial initiatives
- Raise funds for the enhancement of Eureka Loft allowing for full utilization of the space and seek business and workforce education providers to occupy the space and provide services to the public
- Complete trademark service mark registration process for Eureka Loft Scottsdale
- Create targeted research materials supporting retail attraction to areas like the McDowell Corridor, to provide accurate demographic information



# Internal Goals: Communications and Metrics

*The economic development team holds itself accountable through internal goals related to evaluating program success, and enhancing it's talent delivery to clients.*

- Regular updates to Economic Development Subcommittee and Council on activities and achievements
- Internal training in ED 101 programs to other departments
- Talking Points to Mayor and Council monthly
- Development and monitoring of departmental metrics and overall city indicators via quarterly and annual reporting
- Staff training and continued education and department accreditation in FY 2016/17



# General Government Metrics

## Business Climate

Net new firms established

Average plan review completion times

Annual overall job growth rate

Annual survey of business friendliness of firms/developers doing business in Scottsdale

Relative tax burden – corporate and personal

## Quality of Life

Per capita income / median household income

Percentage of city population living in poverty

Gallup and Harris polls on quality of life

Overall citizen satisfaction ratings

In-migration as a share of population change



# General Government Metrics

## Workforce

Average earnings per job

Unemployment rate

Share of workforce employed in high tech and knowledge based industries

Percentage of the population in the 25-34 year old cohort with at least a four-year degree

Local employers' ratings of workforce

Population flux, or individuals moving between cities or regions

## Education

Percentage of college educated residents

Number of degrees granted – 2, 4 and graduate degrees

Percent of high school students proficient in math and reading based on standardized tests

Percentage of students completing secondary education

Primary education student/teacher ratio



# General Government Metrics

## Financial Health

City bond rating

Sales tax collection % +/- year over year

Bed tax collection % +/- year over year

Voter participation in last municipal election as a percentage of eligible voters

## Entrepreneurship

Small Business formations and statistics

Venture capital invested in Scottsdale firms, and percentage of total in AZ

Number of patents issues to Scottsdale firms

Value and number of IPO's

Number of high-growth firms on Inc. 5000



# Economic Development Metrics

## Employment Generating

New leads generated or received

Conversion rate of leads to prospects

Number of businesses recruited with material involvement

Number of businesses retained with material involvement

Total number of new jobs created or retained

Average wage of all jobs created or retained

State incentive programs utilized/dollars leveraged

## Revenue Generating

New capital investment into the community

Total 5-year direct revenue impact of projects

Total 5-year economic impact of projects

Number of retail projects assisted

Grant dollars received for economic development programs



# Economic Development Metrics

## Marketing/Brand Awareness

Existing company visits conducted

Visits to AZ and out-of-state headquarters/parent firms of Scottsdale companies

Department program and events attendees

Number of people recruited or placed to work at Scottsdale companies

Comprehensive social media statistics

Number of new employees receiving 'Scottsdale Welcomes You' material

## Built Environment

Existing commercial square footage absorbed

New square footage constructed

Occupancy/vacancy rates for retail space

Occupancy/vacancy rates for industrial space

Occupancy/vacancy rates for office space



# Economic Development Metrics

## Strategy Implementation

Percentage of strategy within department control that has been executed

Young enterprises contacted and/or visited

Annual % increase of visitors to Eureka Loft

Number of new business formed and jobs created as a result of support provided at Eureka Loft

Increase in active prospect portfolio

## Revitalization

Leveraged ratio of city dollars to private dollars on any partnership projects

Private capital investment in revitalized areas or redevelopment projects

Number of projects committed with material city influence or involvement

# Thank You.



**Danielle Casey, CEcD, EDFP**  
Director  
480-312-7601  
DCasey@ScottsdaleAZ.gov



**Christian Green**  
Economic Development Manager  
Strategic Marketing  
480-312-2612  
CGreen@ScottsdaleAZ.gov



**Rob Millar**  
Economic Development Manager  
Business Attraction  
480-312-2533  
RMillar@ScottsdaleAZ.gov

**Mark Paratore**

Economic Development Specialist  
Small Business/Workforce/Research  
480-312-2038  
MParatore@ScottsdaleAZ.gov



**Robert (Bob) Tunis**

Economic Development Manager  
Business Retention & Expansion  
480-312-7057  
RTunis@ScottsdaleAZ.gov



More information:  
**ChooseScottsdale.com**



@ScottsdaleEcDev



ChooseScottsdale



Text 'ChooseScottsdale'  
to 22828 for e-news